



U.S. OFFICE OF
PERSONNEL MANAGEMENT

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MANAGEMENT & BUDGET



JAN 04 2011

MEMORANDUM FOR HEADS OF DEPARTMENTS AND AGENCIES, CHIEFS OF
STAFF, AND CHIEF HUMAN CAPITAL OFFICERS

FROM: JOHN BERRY
DIRECTOR, OPM

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MANAGEMENT, OMB
CHIEF PERFORMANCE OFFICER

Subject: 2011 Employee Viewpoint Survey – Action Required

The business of government works well when every employee knows what he or she is trying to accomplish and applies their best intelligence and effort on the job every day. As government leaders, our job is to ensure employees have the skills, information, and opportunity to perform their jobs optimally.

The Federal Employee Viewpoint Survey (FEVS) is an invaluable feedback tool that lets agency leaders learn whether employees think they have what they need to be successful so they can contribute to improved agency effectiveness and efficiency. It also lets them identify components or specific questions with low or declining scores that need attention. The FEVS is especially valuable when the survey is administered at a scale that allows for analysis of trends in specific organizational units that supports meaningful management action.

The 2011 FEVS will continue the course we set in 2010 – (1) delivering agencies increasingly actionable information to help them understand where to focus attention, and (2) asking questions about areas that studies suggest are particularly important, such as work/life balance and employee engagement.

An interagency workgroup agreed upon a common survey administration framework for making FEVS even more useful going forward. The agreed upon implementation steps are:

- Conduct the FEVS, with approximately 80 questions, each year;
- Administer the survey to a full census of employees every other year and an agency-determined number in alternate years, with a presumption that agencies will survey at a level of detail that allows the information to be used as a management tool (OPM can work with agencies to determine a valid sampling design.)

- Conduct the survey in the April/May timeframe; and
- Require agency action plans only in even years instead of every year. In odd years, agencies should use FEVS results to monitor their progress on the goals in prior-year action plans, updating those goals if results identify significant progress and newly emerging problems and complementing them with surveys, as useful, to address specific problems more successfully.

We believe this strikes the right balance: providing agencies with meaningful information to improve management and employee engagement on a consistent basis, while allowing time for agency action plans to take effect and show results. The Chief Human Capital Officers Council was briefed as to the survey strategy and direction for this year at their November meeting, and preparations for finalizing the survey are underway.

Your support is essential to the success of the survey, and we thank you for your assistance.

We are asking you to designate two motivated agency advocates as points of contact:

- 1) a policy representative at the Chief of Staff or Assistant Secretary level who will provide high level, visible support and direction for the survey in your agency; and
- 2) a survey administration representative who will provide day-to day coordination of the survey for your agency and will work directly with OPM staff throughout the entire process.

The policy representative and the survey administrative representative will work closely together.

In the coming month, a representative of OPM will contact your agency's administrative representative to discuss the implementation of the survey in your agency. As noted above, we are planning a spring administration for the survey. Please send your agency policy and survey administration points of contact, as soon as possible, to Jonathan Foley, Director, Policy and Planning Analysis, Office of Personnel Management (Jonathan.Foley@opm.gov).